TOW IMPROVED TARGET ACQUISITION SYSTEM (ITAS)

Performance Based Logistics (PBL) Road Show

18 AUG 03

AGENDA

- **Background**
  - **System**
  - **Performance Based Logistics (PBL)**
  - **Recent Events**
- **Battlefield Lessons Learned**
- **Challenges**
- **Wish List**
- **Summary**

TOW Improved Target Acquisition System (ITAS)

One for One Replacement of the Ground TOW 2 (M220A2) System

Units Fielded

1. 82D Airborne Division Combat
2. IBCT 1 Deploying
3. 101st Airborne Division (AASLT) (Partial) Combat
4. 2D Infantry Division
5. 10th Mountain Division (Partial) Combat
6. IBCT 2
7. 25th Infantry Division (Partial, June 03) Deploying

System Overview

TARGET ACQUISITION SUBSYSTEM INTEGRATED SIGHT

- 2nd GEN FLIR Detector (w/Monitor) - SADA II
- Laser Range Finder
- Direct View Optics

POWER SUPPLY/BATTERY BOX

- Dismounted Power
- Power Conditioning
- Built-In Battery Charger

4 LRU's

FIRE CONTROL SUBSYSTEM

- Embedded Training Cards
- Missile Guidance
- BIT/BITE

TRAVERSING UNIT MODS

- Brake
- Pistol Grip
- New TAS Mount
- Ground Mounted w/Tripod

Time "In the Pits" is Reduced

- *ITAS Designed to Improve Performance*
- *PBL Designed to Increase System Availability and Reduce Ownership Cost*

Better Performance Equals More Kills and Greater Soldier Survivability

ITAS PBL Concept

Organizational (Crew / Operator)

- PMCS
- BIT/BITE

No Change For Soldier

Soldier Maintainer Retains Normal Direct Support Mission

- Trouble Shoots and Repairs Syste
- Has Spares Loaded As Shop Stock

No Change For Soldier

The Collocated Contractor FRA Functions As a Depo Forward and Provides:

- Maintenance
- Supply

ITAS Repair Spares Provided As Shop Stock to FSBs

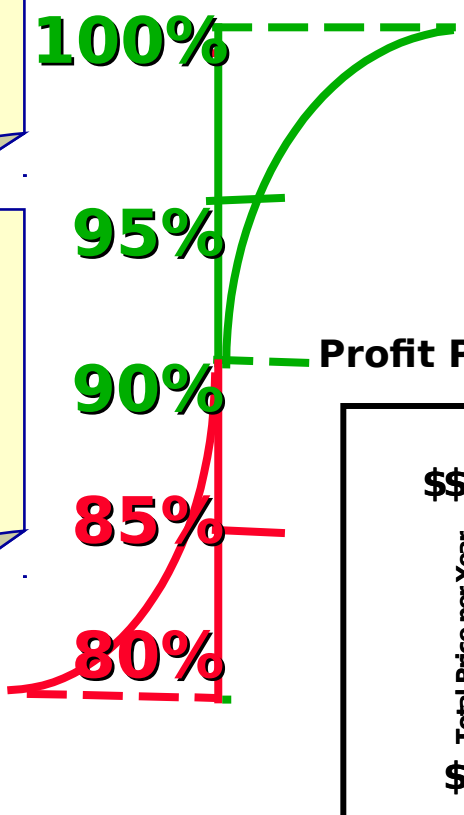
Spare Parts Are Provided Free To the User

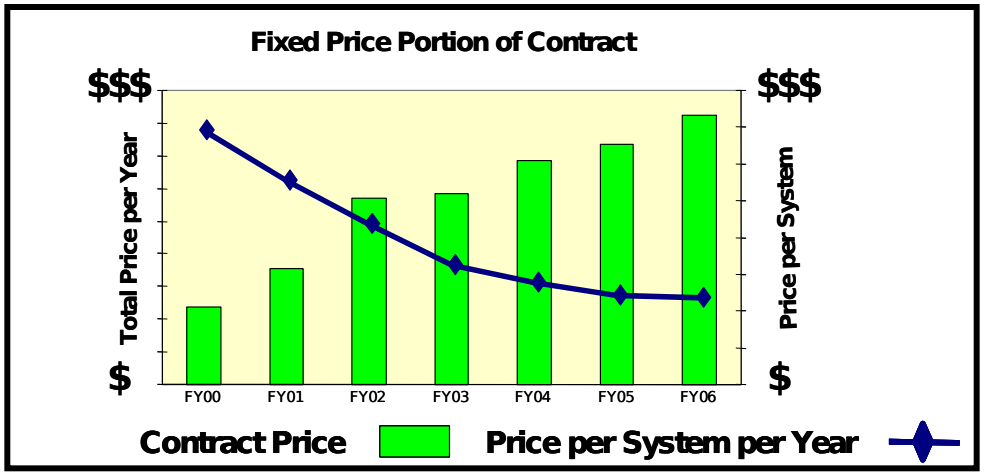
Fixed Price - Performance Adjustment

- 5 Yr Multiple-Year Contract
- ICS – 00-01
- PBL – 02-06
- Maximum Flexibility
- Separate CLINs
  - Transition
  - War

- Additional Metrics to Prevent "Gaming"
- Separate Contract for Contingency Options
- Free Issue of Repair Parts to Units
- Contract Contains Plan for Transition

Operational Readiness = Profit





Additional Metrics

To Prevent "Gaming"

- One Battalion Below 90% for Two Consecutive Monthly Reporting Periods = No Award Fee
- Any One System Down More Than 30 Days = 50% of Award Fee *MAXIMUM*
- Three Battalions Less Than 90% (During Award Fee Period) = No Award Fee
- Division Less Than 90% for a Month = No Award Fee for That Period and Contractor Increases Spares by N Where N Is the Number of Unfilled Requisitions That Month
- Division Less Than 90% Two Consecutive Months = No Award Fee for That Period and Contractor Spares Increase by $N_2 + 1$ Where N_2 Is the Number of Unfilled Requisitions During Month 2

Comparison of O&M Support $$$

	System Cost	OR Rate	Annual O&M O&M	Annual Fleet
ITAS	$400K	99% Measured	$18,986	$11.9M
TOW 2	$337 (AMDF)	90% Reported	$39,556	$18.1

- ITAS $$ From CLS Contract, TOW 2 $$ From FORSCOM RM Office
- ITAS Fleet 627, TOW Fleet 454

ITAS PBL Saves Support $$$$

ITAS Funded Initiative
Contractor Logistics Support

TOW Improved Target Acquisition System (ITAS) (FY01C$M)				
Cost Avoidance				
Prior	FY04	FY05	FY06	FY07
$36.8	$5.6	$6.4	$8.8	$8.7

ottom Line: PBL Estimated to Provide Cost Avoidance of >$300M

Recent Events

- **Accelerated Fielding to 101st, 10th MTN, and 25th Divisions To Support Planned Deployments**
- **Exercised Multiple Contingency Options – OEF, OIF**
- **Forward Repair Activities (FRA) Deployed With 82d ABN, 101st ABN, and 10th MTN Divisions**
- **Split PBL Operations in Multiple Theaters (82d)**
- **PBL – Since Feb 01 100% Operational Availability (Contractor Controlled Items)**
- **Common Processor Upgrade**
  - **Obsolescence**
  - **Eliminates 2 CCA at 40K per set**
- **Lithium Battery Box**
  - **OMA Cost Savings**
  - **Performance**

PBL On The Battlefield
FSR Locations

	FSR Locations	
• 82D Airborne Division	3	OEF/OIF
• IBCT 1	2	Deploying
• 101st Airborne Division (AASLT) (Partial)	2	OIF
• 2D Infantry Division	2	Forward Deployed
• 10th Mountain Division	1	OEF/OIF
• IBCT 2 Station	1	Home
• 25th Infantry Division (Partial, June 03)	1	Deploying
• 501st IN Bn (Alaska)	0	Deploying

Under Worst Conditions - PBL Works!

PBL On The Battlefield
Lessons Learned

Gov't / Military Transportation and Distribution – A Challenge!!!

- **Commercial Transportation – Still Pref**
- **Transportation Expeditor – A Must**

Funding – A Challenge!!

- **Be Proactive and Repetitive**
- **Get Unit's Help**

Communications – Critical

- **Satellite Phones**
- **Email – AKO Accounts**

Contractor on Battlefield – Easier Than Expec

- **Deploy / Embed with Units**
- **Hire the Right Personality, Teach the Skills**

Brief, Brief, and Re-brief Support Plan to Play

Challenges - Must Watch

- **Budgeting / Funding for Contingencies**
- **Contract Stability – Future Commitments and Impacts**
  - **OMA Funding**
  - **Changes to Fielding Schedules**
  - **Hardware Availability**
- **Resupply / Retrograde Operations**

Would Like to See

- True, Multi-Year Long-Term Contracts
- Ability to Fund True, Long-Term Contracts (Finance Reform???)
  - Colorless Money
  - Must Maintain PM Engineering Services Funds
- Easier Contractor Interface with Army Information Systems
- “FED EX” Type DOD Transportation / Distribution System

LCCS/CLS Funded with OM&A

- **Funding Needs to Be Direct to PM**
  - **Contract Must Fund**
  - **OM&A Funding Lines Are Established for ITAS and JAVELIN**
  - **PM Responsible for Life Cycle Management**
- **Current Process Is for OMA (SSTS) to Flow Through AMC**
  - **OMA Funding Will Be Taxed**
  - **Funding (OMA) Not Available in Timely Manner to Fund Contracts**

ITAS in Iraq

"The FLIR and the TOW ITAS, in particular, was the hero of the battlefield. It enabled us to see the enemy way, way out before he could even believe we could see him. And that night outside the airfield, for example, our TOW gunners could see the enemy and bring in either close air support or artillery before the enemy even realized he was being seen."

MG David H. Petraeus
Commander, 101st Abn Div

Delta Co. 3rd Bn 187th INF

Summary

- **ITAS Provides World-class Surveillance and Anti-Armor Capability**
- **PBL Has Demonstrated High Readiness With Lower Total Ownership Cost**
- **ITAS PBL Works in All Operational Scenarios To Date**

ITAS and PBL – A Winning Combination for the Warfighter!!!

Back-Ups

TOW ITAS Support Plan

- Only the TOW ITAS Peculiar LRUs Are Supported by CLS

Free Issue of Spares and Parts

BPS

TAS

FCS

TU

PM Purchases Batteries and Provides to Unit

- BB-622B/U
- NSN 6140-00-928-1943
- AN/PPS 5B Radar
- 10 hrs. Operation
- $848 per Battery
- Requires 4 Batteries

- Common Components Are Supported the Same As Now

HMMWV

Unit Purchases Spares

Launch Tube

Tripod

Maintenance

Field Repair

- **Soldier/Maintainer**
  - **Organizational Level**
    - PMCS
    - BIT/BITE to Line Replaceable Unit (LRU)
  - **Direct Support Level**
    - BIT/BITE to Shop Replaceable Unit (SRU)
    - Repair by Replacement
    - Has Spares Loaded As Shop Stock

ITAS Repair Spares Provided Free to FSBs

- **Contractor Forward Repair Activity (FRA)**
  - **Limited Depot Level Repair**
    - Co-located With Army Support Battalions at Selected Units
    - FRA (Personnel and Equipment) Deployable, Commander's Call
      - »On Unit's Load Plan
      - »2 Hour Recall (82d) - Has Shots, Wills, Personal Equipment

Depot

CLS Should Be Invisible To the User

Supply

Inventory Management - Contractor's Responsibility

- Provisions, Owns, Maintains Inventory of Spares
- Determines Requirements
- Captures Demand History

Spares - Free Issue to the Units

- Initial Spares Provided to Units
- Replenishment
- Free Transportation To / From Depot

Standard Army Information System

- Interface With SARSS

ITAS CLS Uses The Army's Standard Supply System

DUSA (Logistics) - Final CLS Approval
16 May 01

DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY
ACQUISITION LOGISTICS AND TECHNOLOGY
103 ARMY PENTAGON
WASHINGTON DC 20310-0103

REPLY TO ATTENTION OF

May 17, 2001

SAAL-ZL

MEMORANDUM FOR PROJECT MANAGER, CLOSE COMBAT ANTI-ARMOR WEAPONS SYSTEM (CCAWS), ATTN: SFAE-MSL-CC-LO, REDSTONE ARSENAL, AL 35898-5710

SUBJECT: Final Improved TOW Acquisition System (ITAS) Contractor Logistics Support (CLS) Concept Approval

Final Approval for ITAS CLS

The purpose of this memorandum is to record the final approval of the ITAS CLS concept as briefed to the undersigned on May 16, 2001.

In attendance at the May 16th implementation review and in agreement with the decision to give final approval to the concept were representatives from the Deputy Assistant Secretary of the Army for Logistics, the Deputy Chief of Staff for Logistics and PM Close Combat Anti-Armor Weapons Systems (CCAWS). The purpose of the May 16th review was to ensure that issues identified in the March 5, 1999, review were resolved prior to final execution of the CLS contract.

PM CCAWS has resolved the issues with ITAS CLS concept associated with supply STAMIS interface, war reserve/contingency stockage factors, contingency "fly away" capability, and CINCs' buy-in.

The Deputy Assistant Secretary of the Army (Logistics) requests an update from PM CCAWS on the CLS implementation and contract performance in one year from this date.

Eric A. Orsini
Deputy Assistant Secretary of the Army
(Logistics)

Why Was ITAS CLS Approved?

- **Army Avoids $345.3M in Life Cycle Cost for Organic Support Concept**
- **Coordinated Concept & Built Consensus**
  - **IOC Recommended Contractor Depot**
  - **Coordinated with DCSOPS & ASA(FM)**
  - **CASCOM CG Concurred with Concept & Was Represented at DASA(ALT-LOG) Decision Briefing**
- **ITAS BIT/BITE Sufficient Without Additional TMDE**
- **ITAS CLS Concept Does Not Require the Contractor to Be On the Battlefield**
- **New, Low-Density Weapon System**
  - **Not Integrated into AWCF Infrastructure**
  - **Op-Tempo Funding Requirements Relatively Low**
  - **Minimal Impact on Commanders' Op-Tempo Budget**
- **Recognition That Performance Specifications Incur Unacceptable Risk for Organic Support Concept**

ITAS
CLS / Organic Cost Comparison

	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	Total (FY99-TC)
CLS (TY$)	7.7	10.8	13.5	12.9	16.0	601.1
Organic (TY$)	18.2	27.4	18.2	21.9	29.0	944.6
Cost Avoidance	10.5	16.6	4.7	8.9	13.1	343.5

CLS Cost Avoidance Major Contributors

- **No TDP**
- **Replenishment Spares**
- **Initial Spares**

Depot Repair Recommendation

OCT. 14. 1998 9:39AM

Panasonic PPF

JOINT DEPOT MAINTENANCE ANALYSIS GROUP
BLDG 280, DOOR 24
4170 HEBBLE CREEK RD
WRIGHT-PATTERSON AFB, OHIO 45433-5653

7 SEP [redacted]

MEMORANDUM FOR HQ AFMC/LGPY
USAMC/AMCLG-LM
COMNAVAIRSYSCOM/AIR-6.1.3.3
COMMARCORLOGBASES/CODE G320

FROM: JDMAG/MA

SUBJECT: Joint Service Depot Source of Repair (DSOR) Decision on the Improved Target Acquisition System (950009)

References: (a) JDMAG/MA letter, 1 Jul 98

(b) HQ AFMC/LGPY memorandum, 7 Jul 98.

(c) COMMARCORLOGBASES letter, 4790 G322-23, 20 Jul 98.

(d) COMNAVAIRSYSCOM letter, 4790 Ser AIR-6.1.1.3.3.5/8317, 10 Aug 98

(e) USAMC/AMCLG-LM memorandum, 26 Aug 98.

1. Reference (a) recommended the depot source of repair (DSOR) for the Improved Target Acquisition System be assigned to the Army for contract depot maintenance.

2. References (b) through (e) are Service concurrences with the recommended assignment.

3. No interservicing or cost avoidance is associated with this assignment.

4. Request the Army implement this joint Service decision.

FOR THE DIRECTOR

THOMAS L. CHANDLER
Deputy Director, Joint Depot
Maintenance Activities Group

recommend "contract depot maintenance"

References (b) through (e) are Service concurrences with the recommended assignment.

CASCOM
Concurrence With Comments

COMMANDER, U.S. ARMY COMBINED ARMS SUPPORT COMMAND, 3901 A AVENUE, SUITE 200, FORT LEE, VA 23801-1809 3 March 1999

FOR PROGRAM EXECUTIVE OFFICE, TACTICAL MISSILES, REDSTONE ARSENAL,
AL 35898-8000

1. Concur with comment.

2. The ITAS Support Concept surfaces issues which require resolution prior to full implementation of Contractor Logistic Support (CLS) for the life of the system (encl 5). These issues potentially extend to CLS concepts beyond ITAS.

3. Resolution of these issues could establish precedent and require change to existing and emerging policy and procedures.

4. POC is DCD-OD, Mr. Bruce Saxon, 804 734-2301; e-mail: saxonb@lee.army.mil.

//signed//
DANIEL G. BROWN
Major General, U.S. Army
Commanding

5 Encls
1-4. nc
Added 1 encl
5. Comments List

CLS
Concept Staffing

Army Staff & Others

- AMCOM — Concurrence by Director, IMMC
- Joint Depot Maintenance Analysis Group (JDMAG) Depot — Written Recommendation - Contract
- AMC — Mr. Craig Hunter and Mr. David Mills
- CASCOM — Concurrence with Comments, MG Brown
- DA Staff
  - DCSOPS — BG Stricklin (info paper)
  - DCSLOG — Mr. Pybus
  - SARDA (MILDEP) — LTG Kern

User

- Concept Approved 18 May 1999 (Mr. Orsini)

- ARCENT/CENTCOM — COL Brooks, G3 Plans ARCENT
- USARSO/SOUTHCOM — Mr. Joe Parker, DCSLOG USARSO
- FORSCOM/ACOM FORSCOM — MG Shadley, DCSLOG
- 82D Airborne Division — MOA Signed by CoS and DISCOM CDR
- USAREUR/EUCOM — Mr. Levy, International